



Creating a culture of responsible leadership
within the veterinary profession

ILM Level 3 Leadership Development Programme

Personal Leadership Profile Questionnaire

In order to complete this questionnaire, download
and save on to your computer.

Open this document in your version of pdf reader
or acrobat. The results should calculate as you
complete your answers. Share your results with
your team.



Personal Leadership Profile

To help you understand your preferred style please complete this leadership questionnaire. This will give you a self-assessment of the way you prefer to work.

NOTE: This is not measuring your ability, it is looking at your preferred style. Your least preferred style could still be performed better than another person's most preferred style. It is the style you prefer to use first. There are no right or wrong answers.

Instructions for completion

On the following pages you will find 30 questions. Each question comprises a statement of a familiar management situation which is printed in bold type. To complete each question, you must allocate 5 points between the three choices available. This allocation must be done in whole numbers, and the points which you allocate to each possibility should be placed in the shaded box adjacent to that choice as in the illustration below:

Example

	A	B	C	D
When disciplining a member of your team would you...				
<ul style="list-style-type: none">Concentrate on the assessment of quality/quantity of the work being processed	2			
<ul style="list-style-type: none">Consider that the day-to-day peaks are inevitable, finished work is the priority				1
<ul style="list-style-type: none">Rely on one-to-one counselling, for best results			2	

This allocation can, of course vary between... 5,0,0 or 4,1,0 or 3,1,1 or 2,2,1... or any combination.

	A	B	C	D
1. When discussing your aims and objectives with your line manager, do you:				
• Consider statistical measurement of the previous period's achievement				
• Consider the ability of your team to achieve what is being asked of them				
• Consider the different abilities of your team to contribute to the overall objectives				
2. When reviewing your work which has failed to meet its objective, do you:				
• Measure the results precisely against the targets and constraints originally agreed				
• Discard the results and concentrate on doing the next priority				
• Look at the contribution of each member of your team				
3. When looking at the training needs of your team, would you:				
• Run a team meeting when all can discuss their strengths & weaknesses				
• Give priority to assessing individual's knowledge & skills				
• Assess performance strictly in terms of achieved results				
4. When discussing poor work with an employee, do you:				
• Concentrate on the quality/quantity of standards expected				
• Consider that day-to-day peaks and troughs are unimportant compared to the finished work				
• Rely on a one-to-one discussion, to improve standards of performance				
5. When communicating decisions to your team, do you:				
• Call a meeting of all your team to ensure they all understand what is required				
• Ensure maximum accuracy by issuing written instructions detailing exactly what is required				
• Give all the information to somebody else and ask them to pass it on				
6. When discussing work output with your line manager, do you:				
• Consider the ability of your team to work together to achieve what is being asked of them				
• Try to negotiate a numerical improvement against target				
• Try to negotiate the minimum objectives to ensure the team success				
PAGE TOTAL				

	A	B	C	D
7. When reviewing successful work, would you:				
• Run a team meeting when everyone can discuss the reasons				
• Measure the results against what was originally expected				
• Regard the results as “water under the bridge” and focus on the next tasks				
8. When communicating quality targets to your team, do you:				
• Speak to every individual so that they are familiar with their own role				
• Ensure maximum accuracy through written instruction detailing exactly what is expected				
• Call a meeting to ensure a broad understanding by everyone				
9. When delegating tasks to a member of your team, do you:				
• Involve the group in a discussion about the best way of tackling it				
• Consider the individual development of each person				
• Concentrate on the need to complete the job to the highest standard possible				
10. When discussing workload with your team, do you:				
• Consider that peaks and troughs are inevitable and unimportant compared to the finished work				
• Rely on a one-to-one talk to produce the best possible results				
• Call a meeting to ensure that everyone is aware of the whole situation				
11. When establishing the standards and constraints within which your team have to work, do you:				
• Consider the ability of your team to achieve what is being asked				
• Consider their differing abilities and how they will contribute to the overall objectives				
• Consider negotiating precise levels based on a percentage improvement over the previous period				
12. When reviewing work which has failed to meet its objectives, do you:				
• Spend time on assessing individual’s contributions to the failure				
• Measure the results precisely against the targets and constraints				
• Run a meeting, where all the team can discuss the failure				
PAGE TOTAL				

	A	B	C	D
13. When faced with a critical shortage of time before starting a new process, are you more inclined to:				
• Consider the involvement of each member of your team				
• Concentrate on the need to complete the job, to the standards and within the constraints laid down				
• Involve the team in a discussion about the best way of tackling the problem				
14. Before agreeing to budgets which are suggested for your practice, do you:				
• Consider the reaction of your team to the constraints proposed				
• Consider negotiating a logical numerical improvement over the previous period's achievement				
• Consider the differing abilities of your team to contribute to the objective				
15. When communication decisions to your team, are you more inclined to:				
• Ensure that you spend enough time with the team to ensure you can answer any points raised				
• Speak to everyone individually so that they are all aware of their personal role				
• Call a meeting and just tell them what is required				
16. When work has been achieved above the normal output, do you:				
• Regard the results as “what is expected” and concentrate on the next job to be undertaken				
• Concentrate on an assessment of each person's contribution to the work achieved				
• Run a meeting where all your team can discuss the success together				
17. When progressing work within your practice are you more likely to:				
• Concentrate on assessing the quality of the work which is being carried out				
• Hold a team meeting to ensure that everyone is aware of the priorities				
• Rely on one-to-one discussions to produce the best overall results				
18. When passing on senior management information to your team, do you				
• Ensure maximum accuracy by issuing written instructions				
• Ensure that you spend enough time with the team representatives to ensure you can answer any points raised				
• Speak to everyone individually so that everybody is familiar with how the message affects him/her				
PAGE TOTAL				

	A	B	C	D
19. When faced with a critical shortage of “materials”, are you more inclined to:				
• Concentrate on the need to complete the job to the standard and within the constraints laid down				
• Rely on what you did in the past to ensure the least possible error in the method used				
• Consider the involvement of each member of your team and their experience/inexperience				
20. When taking disciplinary action against a member of your team, are you more likely to::				
• Rely on one-to-one discussion to produce the best overall result				
• Concentrate on assessing the quality and quantity of the work which has been produced				
• Hold a team meeting to ensure that everyone is aware of the whole situation				
21. When informing your team of standards to aim for, do you:				
• Concentrate on the need to complete the job to the standard and within the constraints laid down				
• Involve the group in a discussion about their successes and failures together				
• Consider the involvement and development of each individual team member				
22. When assessing your team with a view to looking at their training needs, are you more likely to:				
• Measure the output precisely against the Practice’s targets originally agreed				
• Run a meeting where all can discuss their successes and failures together				
• Concentrate on an assessment of each individual’s contribution to the work achieved				
23. Before deciding on a course of action, to what extent do you:				
• Rely on what you did in the past to ensure the least possibility of error				
• Consider the strengths and weaknesses of each individual member of your team				
• Involve everyone in a discussion about the best way of tackling it				
24. When ensuring work is being carried out satisfactorily, are you more likely to:				
• Get your team together and ask for progress reports				
• Speak individually to your team and ask for progress reports				
• Concentrate on the quality and quantity of the work output in the Practice				
PAGE TOTAL				

	A	B	C	D
25. When passing on information on rules and procedures, do you prefer to:				
• Call a meeting to ensure that there is a broad understanding of what is required				
• Explain to individuals how it affects them personally				
• Ensure maximum accuracy by issuing written instructions detailing exactly what is required				
26. Before deciding on a course of action, to what extent do you:				
• Seek the team's views about the best way of tackling the problem				
• Concentrate on the need to complete the tasks on time, to the standard expected				
• Rely on what you did in the past to ensure the least possibility of error in the method adopted				
27. When discussing work progress with your line manager, do you:				
• Consider negotiating a numerical improvement against the previous period's achievement				
• Try to negotiate the minimum possible objectives in order to ensure the highest possible level of achievement				
• Consider the differing abilities of your team to contribute to these objectives				
28. When dealing with normal routine matters during the day, do you:				
• Hold informal meetings to ensure that everyone is in touch with the total situation				
• Concentrate on discussing the quality and quantity of the work being progressed				
• Consider that the routine work is unimportant compared to the priority jobs				
29. Before agreeing to budgets which are suggested, do you:				
• Try to negotiate the maximum possible in order to ensure the highest amount is obtained				
• Consider the differing abilities of your team to contribute to the overall Practice objectives and negotiate on their behalf				
• Discuss with your team the budgetary requirements so as to heighten your and their understanding of the departmental needs				
30. When delegating a job to a member of your team, to what extent do you:				
• Concentrate on the need to complete the job to the standards and within the time constraints involved				
• Involve the group in discussions about the best way of tackling it				
• Consider the individual contribution of each person				
PAGE TOTAL				

Scoring Instructions

To produce a total score for this questionnaire, please take a look at the below scoresheet that has been calculated based on your answers.

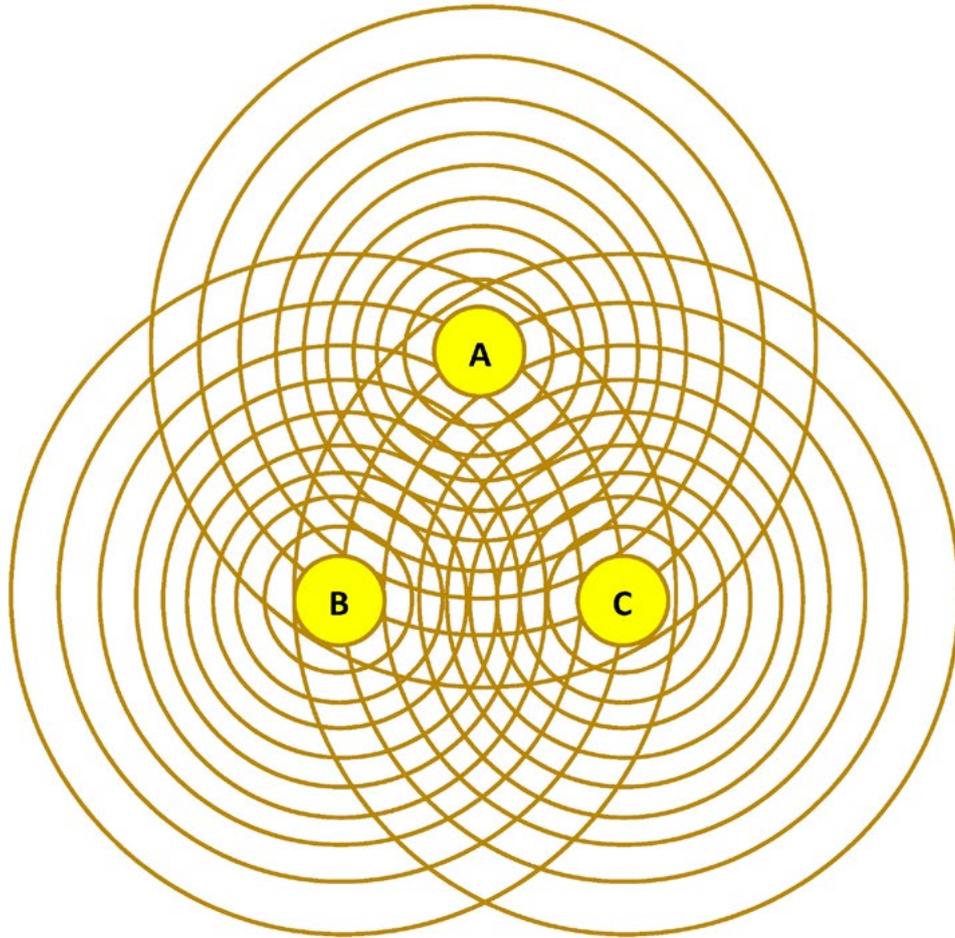
	A	B	C	D
Page 1 Total				
Page 2 Total				
Page 3 Total				
Page 4 Total				
Page 5 Total				
GRAND TOTAL				

“A” is the Task, “B” is the Team, “C” is the Individual

Take your “A” total and mark it on the appropriate circle on the next page, using the instructions below.

The centre circle represents 0 points, and each circle around it represents 10 points. Count out from the centre circle in 10’s to match your “A” total. Then mark the grid with a small circle. Repeat the exercise for the “B” & “C” totals. You now have a graphic picture of your preferred leadership functions and more importantly the functions which you do not consider enough.

The “D” scores throughout the questionnaire, represent a preference for “non-management” action. Although it is technically possible to score 75 points for the “D” score, ideally it should be less than 10. 15 suggests that these options were consistently considered – although usually rejected. Any score in excess of 15 suggests that these options are always considered and the higher the score, the more frequently they are used.



Effective leadership derives from the leader always considering three fundamental elements when taking any action...

A. Achieve the Task

This need is not only important for its own sake, but on its fulfilment will change the morale within the Practice and the degree to which each person shares the sense of pride and achievement.

B. Build a Team

The effect of high team spirit derives from a real sense of pride. Such a team produces synergy – a high level of task achievement – produces a team which is supportive of its own members.

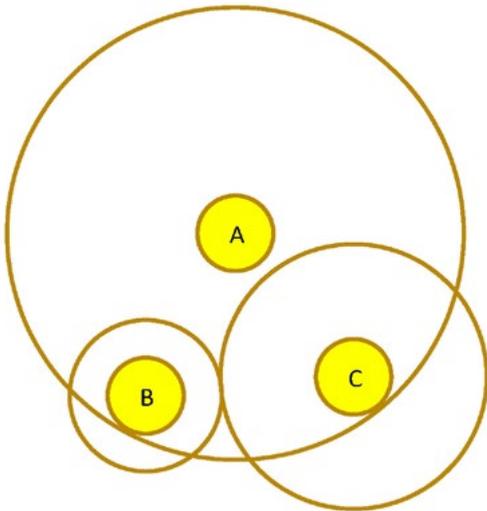
C. Develop Individuals

Each person in the team has a need to develop and to satisfy a wide range of motivational needs. These include the needs to achieve and grow, as well as the social interaction and a feeling of commitment to the Practice.

Leadership Profile - a self-assessment

It immediately becomes clear that these three fundamental areas of leadership are interdependent. Insufficient consideration of any area will have an adverse effect on the other areas...

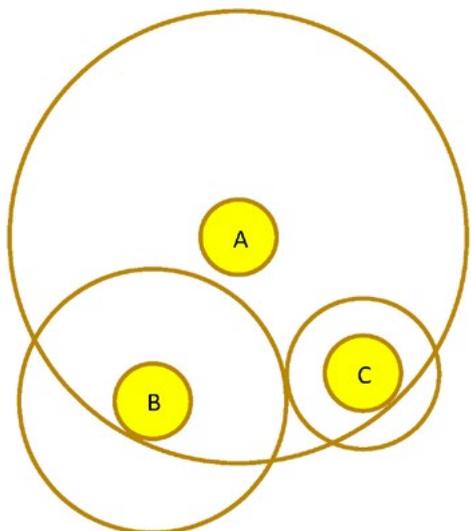
1. Failure to achieve the task produces low morale and soon degenerates into individuals concentrating on their own needs.
2. Low team spirit produces an environment where there is no synergy. Where, rather than helpful co-operation, there is hostile competition. Clearly this atmosphere will have an adverse effect on the achievement of the task.
3. Failure to develop an individual will result in that person being a potential demoralising influence within the team. This will obviously distract the team from the achievement of the task.



Task Centred Approach – allied to a recognition that individuals have a contribution to make.

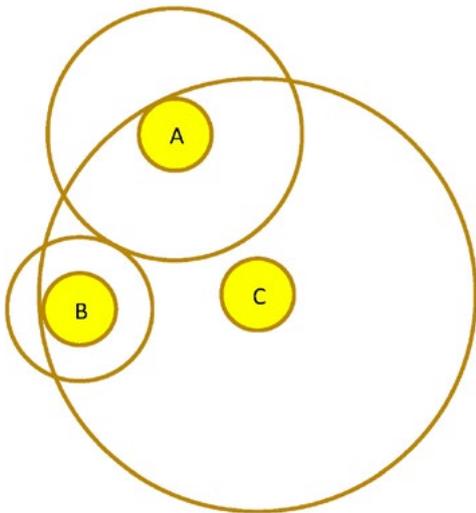
DANGER! There is a touch of “favourites” about this score. The morale is probably a lot lower than you think and too much energy is going into a few team members.

Think about how you could equal your time out with all the team.



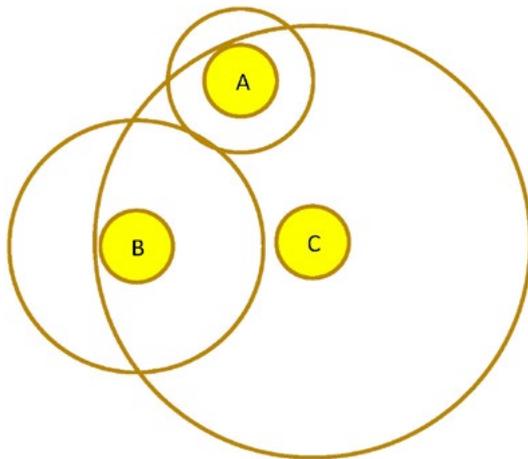
Task centred approach – allied to a recognition that the team do need to know what is going on.

DANGER! Your team probably see you as riding roughshod over them. This will certainly affect their commitment to the task and in the long term could produce active resistance to it.



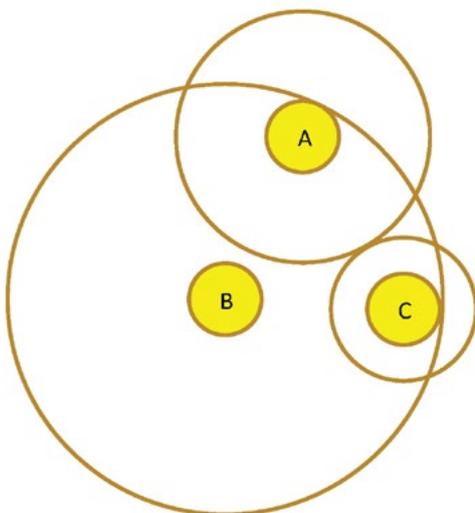
Individual centred approach – allied to an acceptance that the task has to be achieved.

DANGER! Your concern for team building is too low and could produce petty jealousies between individuals who will see you as having favourites (however unfairly!).



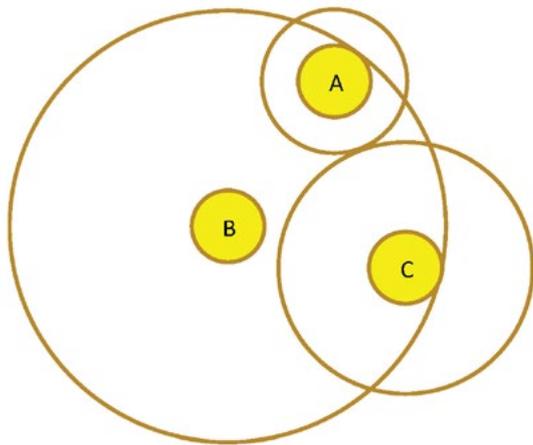
Individual centred approach – allied to a recognition that the individuals have to get on well together.

DANGER! Your lack of concern for the task is limiting the REAL development of your people in such areas as their needs for challenge and achievement. They are likely to be given the same repetitive task and end up just “going through the motions”.



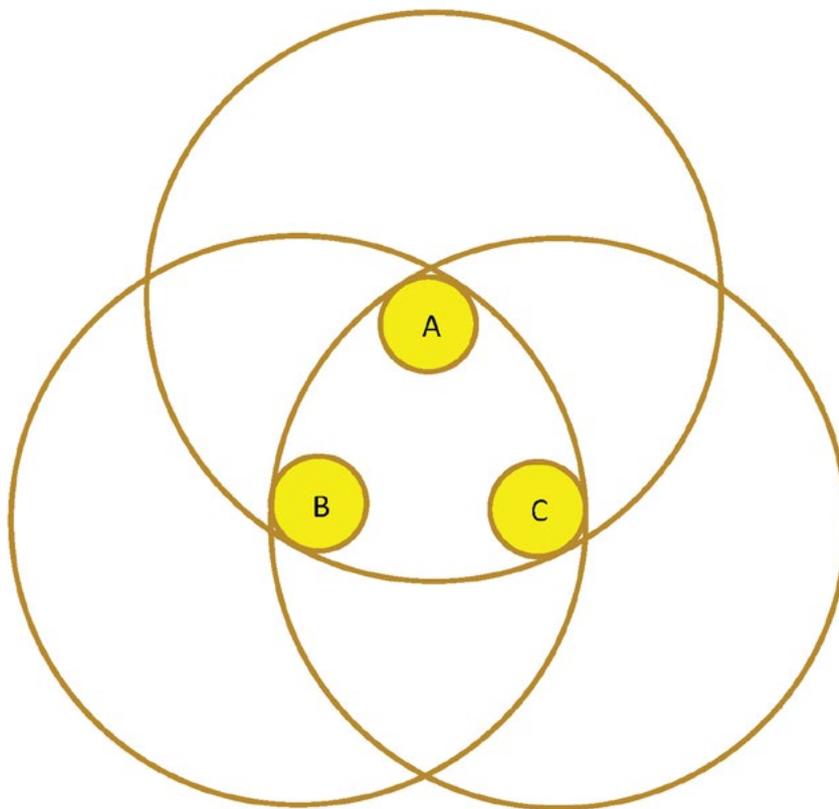
Team centred approach – allied to a recognition that loss of task achievement would adversely affect team spirit.

DANGER! You are apt to expect everyone to put their own individual needs second to those of the team. You could be too anxious to get harmony all the time.



Team centred approach – allied to a concern for the needs of individuals. A very people centred profile suggesting that you see the team as a club.

DANGER! Even the best clubs have a purpose for their existence. If the purpose is not fulfilled there is an adverse effect on morale which results in individuals changing clubs.



The ideal profile.

This shows an equal concern for each of the leadership areas. The result should be a high level of task achievement, high morale and considerable commitment from all concerned. The three interlocking and overlapping circles clearly demonstrate the essential need for the leader to always consider all areas before taking any action at all.